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Waukesha County  
Office of County Board

# Strategic Plan

## 2020-2022

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Waukesha County's departmental Strategic Plans guide the work of the organization toward achievement of its overall goals.





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# Reader's Guide: How to read the Strategic Plan

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*Thanks for reading Waukesha County Board's Strategic Plan.*

*This document provides an overview of what Waukesha County leadership aims to achieve over the next three years and how this Department aims to meet those goals.*

**Note:** Consider this Strategic Plan a high-level look at problem-solving initiatives. As such, a reader may not encounter data on all departmental activities (as found in an Operational Plan). We welcome your questions and feedback any time!

## What's an Objective?

In this Strategic Plan, an Objective is a milestone to be reached. It must be **specific, measurable, attainable, realistic, and time-bound** (aka **SMART**).

Each objective appears in two places: In a list that shows all of our goals in one place, and on its own page (example below, right).

**Owner:** The member of our team that is accountable for this Objective.

Feel free to contact Waukesha County to discuss any objective – just ask for the person listed here. We do the very same!

**Strategy:** What must be accomplished in order to achieve our objective.

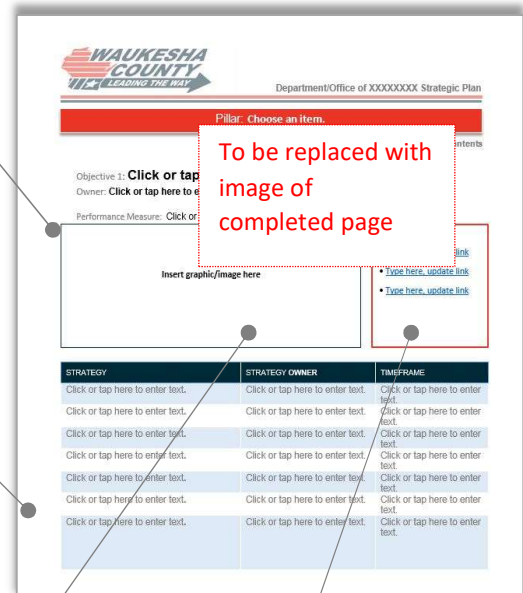
A company that sells fruit snacks may set an objective to "increase sales." One of their strategies is to pioneer new points of sale beyond supermarkets and vending machines, like commercial air travel, pizza delivery, and pro sporting events.

Like each Objective, a Strategy has an **owner** who guides efforts for its completion and success. Find this in the center column.

In the right-hand column, please find the **timeframe** for each strategy. This represents each strategy's deadline.

## Performance measures:

A graphic or image show the progress and status of each Objective's success.



Waukesha County  
Department/Office of XXXXXXXX Strategic Plan

Pillar: Choose an item.

Objective 1: Click or tap here to enter text.  
Owner: Click or tap here to enter text.  
Performance Measure: Click or tap here to enter text.

Insert graphic/image here

To be replaced with image of completed page

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• Type here, update link

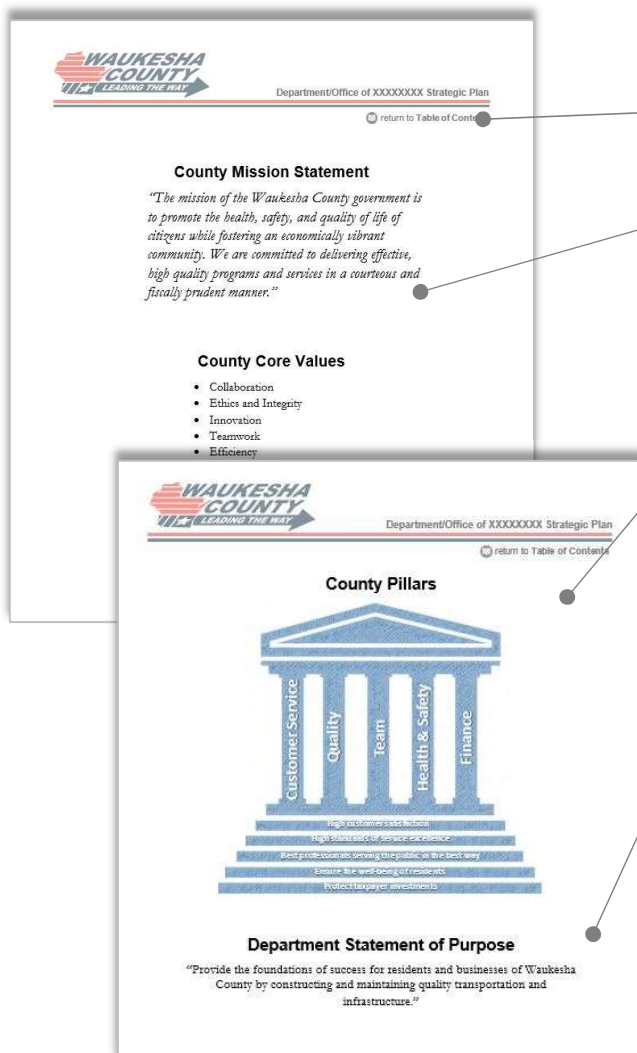
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## Learn More:

Jump to supporting resources found in this Strategic Plan's appendices, on [WaukeshaCounty.gov](http://WaukeshaCounty.gov), or elsewhere!

## How to read the Strategic Plan continued

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### The origin of each Objective

In each of Waukesha County's Departmental Strategic Plans, a pair of pages bears the principles and promises that guide our Objectives:

- Waukesha County's **Mission Statement**. The big picture.
- Waukesha County **Standards of Excellence**, the principles we observe on our path to completing our mission.
- Waukesha County's **Five Pillars of Success**, our framework for identifying core priorities and establishing program goals.
- Department's **Statement of Purpose**. Each department completes a Strategic Plan. Each declares its own "mission" here.

### How is the objective shaped by the "environmental scan"?

*Environmental scan (n): Monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.*

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## Environmental Scan

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### County Board Office Staffing History:

In 2015 the County Board commissioned an independent organizational study to review the staff structure of the office. The study required staff to fill out a detailed job questionnaire and interview with the consultant. The study showed the office had extra capacity at the administrative level. The county's staffing at the time included: Chief-of-Staff, Legislative Policy Advisor, Internal Auditor, Programs and Projects Analyst and two Administrative Specialists.

In 2015 the County Board Office decided to share an Administrative Specialist position with the County Clerk's Office, under filling the position by .5. In 2018 following the resignation of the shared Administrative Specialist, the position was filled full-time, but eliminated in 2018 after the resignation of the staff person.

In 2016, the Program and Projects Analyst position was left unfilled and remains unfunded.

The County Board Office currently has four staff positions: Chief-of-Staff, Legislative Policy Advisor, Internal Auditor and Administrative Specialist.

New processes and a re-alignment of workload have made this staffing level sustainable. The County Board minutes are now closer aligned to the standards in Robert's Rule of Order which require a record of what actions were taken by the County Board not detailed commentary that occurs in the course of deliberations and debate.

In 2016 the County Board Office moved from the Courthouse to the Administration Center to better position the office to collaborate with the County Clerk's Office.

### Customer Service:

To establish consistent customer service across Waukesha County departments, the county began measuring customer satisfaction through a survey that is linked at the bottom of an employee's email.

Customers are asked to rate the county on a 5.0 scale in the following areas:

- Accessibility
- Accuracy
- Operations
- Timeliness
- Communication

In 2018, the County Board Office received a rating of 4.0 with a total of 5 surveys. By January of 2020, the County Board was able to raise its score to 4.96 with 145 surveys received.

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### 2020 US Census, County Board Size and Pay:

The 2020 Census will result in the County Board adopting new Supervisor districts in 2021 that incorporate new population estimates. The County Board of Supervisors will be elected using the new maps in the 2022 Spring Election.

As part of the redistricting process the County Board will have to adopt a resolution establishing the County Board size. The last time the Waukesha County Board modified its size was in 2008 when the board went from 35 members to 25 members.

The average County Board size in counties with a County Executive form of government is 27. In adjacent counties the average board size is 20.5 – Walworth County is an outlier with a County Board size of 11 that drives the average down. When looking at the average number of constituents per Supervisor, the Waukesha County Board is well positioned comparatively, representing approximately 16,000 constituents, second only to Milwaukee County.

In the 2020 spring election the board will have only one new member as a result of a Supervisor not seeking re-election. In the past turnover has remained relatively low with two new members in 2018, four new members in 2016 and five new members in 2014. If the new maps create a higher than average turnover of the County Board a robust orientation process and additional committee education will need to take place during the 2022-24 board year.

Any changes to the County Board compensation must be made prior to the County Board pulling nomination papers for the 2022 spring election. The means in which Supervisors are paid varies by county with some counties including a per diem as part of pay. Comparatively, Waukesha County is the third highest paid County Board in the state for both Supervisors and Chair.

In 2014, the Wisconsin State Legislature passed legislation to reduce the size of Milwaukee County's board and compensation as well as remove their "full-time" status and healthcare/ pension benefits. Waukesha County reduced its Chair salary in half starting in the 2016 term. No state legislation has been introduced since regarding County Board size and compensation.

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## County Board Survey of Size and Compensation:

County	Board Size	US Census 2018 population estimate	Constituent/ Supervisor	County Board Compensation
Counties with Executive form of Government				
Waukesha	25	403,072	16,123	\$9,536 (Supervisor) \$29,293 (Chair)
Milwaukee	18	948,201	52,678	\$24,000 (Supervisors) \$36,000 (Chair)
Dane	37	542,364	14,658	\$10,725 in 2019 and \$10,900 beginning in April 2020 (Supervisor) \$50,750 in 2019 and \$51,500 in 2020. (Chair)
Racine	21	196,584	9,361	\$7,000 (Supervisor) \$8,750 (Vice Chair) \$10,500 (Chair)
Kenosha	23	169,290	7,360	\$6,000 (Supervisors) \$12,000 (Chairman) \$50-100 per diem for outside meetings
Outagamie	36	187,365	5,205	\$5,555.00 (Supervisor); \$5,656.00 (Cmte chair); \$7,070.00 Vice chair; \$13,635.00 (Chair)
Brown	26	263,378	10,130	\$7,956 (Supervisor); \$9,400 (Vice Chair); \$11,400 (Chair)
Fond du lac	25	103,066	4,123	\$45-50 per cmte meeting depending on length + \$3,000 base (Supervisor) \$3,500 (Vice Chair) \$5,000 Chair; \$45-50 per diem for outside meetings
Manitowoc	25	79,074	3,163	\$166.67/month plus \$100 per diem for CB meetings. Max \$3,300 (Supervisor); \$291.67/ month plus \$100 per diem for CB meetings. Max \$4,800 (Chair)
Winnebago	36	171,020	4,751	\$75/CB meeting, 4hr+ cmte; \$50/cmte meetings; \$5,000 (Chair) \$1,500 (Vice Chair)
Portage	25	70,942	2,838	\$50 per meeting for cmte chair; \$45 per meeting for cmte member; \$20,000 (Chair)
Adjacent counties (Milwaukee and Racine listed above)				
Dodge	33	87,847	2,662	\$50/meeting (Supervisor) \$12,000/year plus per diem (Chair)
Washington	26	135,693	5,219	\$21,000 (Chair) \$6,600 (Supervisor) \$35/47.50/60 per meeting day after 30 meeting
Ozaukee	26	89,147	3,429	\$4,500 (Supervisor) \$13,500 (Chair)
Walworth	11	103,718	9,429	\$7,200 (Supervisor) \$17,400 (Chair)
Jefferson	30	85,129	2,838	\$660 salary + \$55 per meeting w/addt'l \$25 if meeting exceeds 4 hours \$6,600 plus \$55 per meeting w/addt'l \$25 if meeting exceeds 4 hours (Chair)



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## 2020 County Board Survey Results:

The County Board of Supervisors is the primary customer of the County Board Office. The County Board was sent a survey in February of 2019 asking for their feedback on a variety of topics. 16 out of the 25 County Board members participated in the survey.

The results are as follows:

88% of County Board members said they receive timely updates on county projects and programs

- Those that disagreed cited earlier discussion in committee needs to take place

94% of County Board members said they have the information necessary to make decisions at committee and at the full County Board meeting

- A comment was made it is difficult to make changes in the budget process

94% of County Board members said committee meetings are scheduled frequently enough and last the appropriate amount of time

- Comment asked for meetings to be at night to accommodate those that work

81% of County Board members prefer having an educational item as part of the committee agenda

- Comments included educational items should be at the request of a committee member, germane to the committee and should be dependent on the committee length

The County Board members were split 50/50 if committees should meet if there is only educational items on the agenda

- Most comments cited respecting the time of board members as a reason not to meet for educational items only

56% of County Board members felt a typical educational presentation should last 15-20 minutes with time for Q&A

- 38% said 20-30 minutes, 6% said 10-15 minutes and 0% said 30 minutes or more

75% of County Board members said resolutions adopted by the board should be limited to those that pertain to county operations and programs

- Comments were reflective of specific resolutions board members support

The County Board indicated the highest interest in receiving training on Roberts Rules of Order (8) followed by Cyber Security (6), Open Meetings Law (6), Ethics (4), Computer Programs (4) and How to Run an Effective Meeting (3).

An open ended question asked County Board members how staff can help them be an effective Supervisor. The word "continue" appeared in more than half of the responses indicating support for work currently being done to support the board. Other comments asked for timely information, be accessible, assist with constituent questions, keep members informed of outside meetings and providing reasons if things are delayed.

A second open ended question asked County Board members what staff can do to increase the visibility of the County Board. Responses included increase media and social media coverage, keep board members up-to-date of outside meetings and events, provide County Board swag, show independence from the County Executive, have meetings in a local setting and make sure board members are listed in the resource directory. A couple comments indicated extra visibility is not needed.



#### COVID-19 Impact:

The infectious disease, COVID-19, has resulted in an ongoing public health crisis. The County Board adopted an emergency declaration on March 24, 2020. To prevent the spread of disease county employees were encouraged to telecommute, the County's Administration Center was closed to the public and Center for Disease Control guidelines were implemented which includes social distancing and wearing a masks when social distancing is not an option.

COVID-19 has impacted the way County Board staff execute their job duties. During the Governor's Safer at Home Order County Board staff telecommuted and worked with the county's Information Technology (IT) Division to acquire the proper computer equipment to do so. Many internal meeting are taking place virtually. County Board staff worked with IT to have cameras and microphones installed on County Board staff's office computers.

COVID-19 impacted the County Board's committee meetings. The County Board passed an ordinance which amends County Code Chapter 4 to allow Supervisors to participate in a meeting by telephone or by other means of telecommunication or electronic communication when there is a State of Emergency or special meeting of the County Board.

While the Administration Center was closed the County Board Office worked with IT to stream committee meetings online for the public to comply with open meetings law.

The County Board committee room was reconfigured to allow social distancing between Supervisors and guest chairs. Following social distancing guidelines the room has a capacity of 28.

County Board staff also trained Supervisors to use Microsoft Teams and made sure they had they had the proper at home set up to participate in virtual internal meetings.

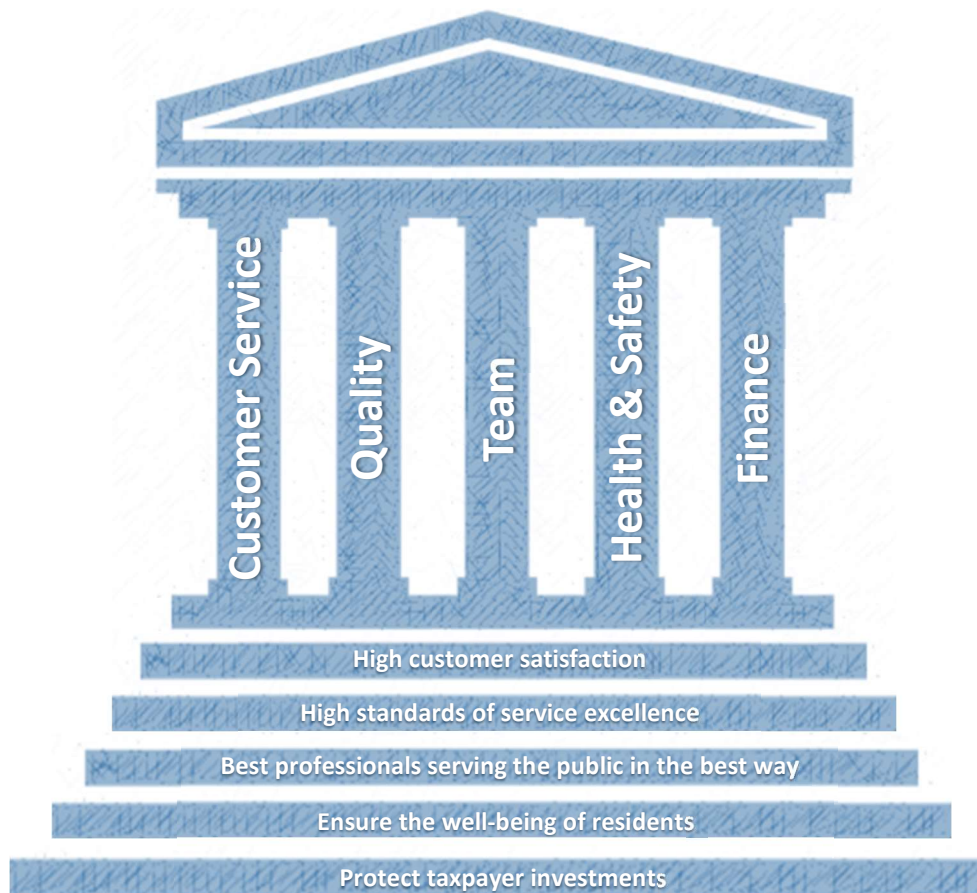
## County Mission Statement

*“The mission of the Waukesha County government is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.”*

## Standards of Excellence

- Teamwork & Collaboration
- Communication
- Innovation
- Ethics & Diversity
- Efficiency & Cost Savings
- Wellbeing

## County Pillars



## Department Statement of Purpose

*"The purpose of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of life for the people of Waukesha County in a fiscally responsible manner"*

## Strategic Objectives at a glance

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- 1) [To establish consistent customer service across Waukesha County departments, achieve a 4.65 out of 5 annually for customer service satisfaction](#)
- 2) [Cross train Administrative Specialist position with County Clerk staff to provide back-up on administrative functions starting in 2021](#)
- 3) [Establish a process for Waukesha County Board to adopt new Supervisory districts reflecting the 2020 census numbers](#)
- 4) [Develop orientation for newly elected Supervisors in 2022 and a training schedule for ongoing training and development for all Supervisors](#)
- 5) [Evaluate technology needs and write down procedures to continue ongoing functions of County Board and its committees during the COVID-19 pandemic](#)
- 6) [Evaluate Internal Audit position to determine if contracting services is a viable option](#)

 *Tip: Click title to jump to objective detail*

## Strategic Objectives

## Pillar: Customer Service



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Objective 1: To establish consistent customer service across Waukesha County departments, achieve a 4.65 out of 5 annually for customer service satisfaction

Owner: All staff

Performance Measure: Through on-going surveying of external and internal customers, service satisfaction will be measured through six metrics of accessibility, accuracy, attitude, operations, timeliness and communication. The survey gathers feedback on a scale of 1 -5

[illegible]

## Pillar: Team

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Objective 2: Cross train Administrative Specialist position with County Clerk staff to provide back-up on administrative functions starting in 2021	
Owner: Administrative Specialist and Legislative Policy Advisor	
Performance Measure: Administrative Specialist able to provide back-up to County Clerk's office and vice versa	

[illegible]







## Pillar: Health & Safety

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Objective 5: Evaluate technology needs and write down procedures to continue ongoing functions of County Board and its committees during the COVID-19 pandemic

Owner: Chief of staff

Performance Measure: Committee meetings and County Board meetings continue to take place during pandemic

[illegible]

## Pillar: Quality

Objective 6: Evaluate Internal Audit position to determine if contracting services is a viable option	
Owner: Chief of Staff and County Board Chair	
Performance Measure: Recommendation made to Executive Committee	

[illegible]